

Board of Education of Roxana Community Unit School District #1
Most Recent Offer and Cost Summary – March 4, 2015

Under Section 5/12 of the Illinois Educational Labor Relations Act, the Board of Education of the Roxana Community Unit School District #1 (the "District") submits this most recent offer to the Roxana Education Association, IEA-NEA (the "REA"), along with a cost summary of this most recent offer. The two sides have been bargaining over salary, benefits, procedures for filling vacancies, and general language for a successor to the agreement that expired after the 2013-2014 school year. The parties have been bargaining for a new multi-year agreement since April 2014, with the District proposing a five-year agreement that would run from the current 2014-2015 school year through the end of the 2018-2019 school year, and the REA proposing a four-year agreement that would run through the end of the 2017-2018 school year.

Summary of the District's Most Recent Offer

The District has been in negotiations with the REA for almost a year. In addition to its bargaining sessions, the District and the REA have participated in four mediations with a federal mediator, in an attempt to reach agreement on a new agreement. The District feels its most recent offer is fair, and recognizes the valuable contributions of its teachers, while at the same time being mindful of the District's obligation to students, parents, and taxpayers to be fiscally responsible, and avoid setting the District on an unsustainable financial course. The major issues are described below.

Economic Issues

Amount of Teacher Salary Increases above "Step" Increases

Board offer maintains highest area starting salary and lifetime earnings

The Roxana School District is proud to have some of the highest starting salaries and some of the highest career earning teachers in both the County and the Conference (see **Exhibit 1**). The REA Agreement allows for automatic salary increases based on years of experience, "steps." While a few schools in the area have a higher published top salary, the career earnings at Roxana are the highest in the region because we have high starting salaries as well as one of the shortest step schedules, meaning it takes the fewest years to reach top salary, and a teacher earns maximum salary longer.

Board offer continues raises higher than inflation or other area districts

In addition to our high starting salary and high lifetime earnings, we are fortunate to be in a position to offer our teachers fair and highly competitive salary schedule increases over the next several years, which will allow us to attract and retain quality

teachers. The Board's offer for raises over the next several years are above those of other area school districts of which we are aware. Over the past few years, many area school districts have agreed to a "hard freeze" (no steps), some have been able to agree on a "soft freeze" (steps only), and even fewer have agreed to steps with a small percentage of additional increase above the base. The Board's offer is higher not only than growth in the inflation (CPI), but also higher than the average increases negotiated with teacher unions in surrounding school districts for which we have information.

Board's offer continues raises higher than market rate

The Roxana Board's offer funds the cost of "steps" for each year over the 5 year agreement, as well as additional annual percentage increase on the base salary, every year for 5 years. Under the Board's offer, the smallest increase any individual teacher will receive each year will be at least 2.80%, 2.80%, 2.95%, 3.10%, and 3.25%, respectively. The teacher salary schedules that will be in place under the Board's offer are attached (see **Exhibit 2**).

Actual teacher raises will be well above those guaranteed increases, due to step movement. Under the Board's offer, the actual range of individual teacher increases, including base and step is: year 1: 2.80% to 7.05%; year 2: 2.80% to 7.05%; year 3: 2.95% to 7.02%; year 4: 3.10% to 7.17%; and year 5: 3.25% to 7.32% (see **Exhibit 3**).

In addition to base and step increases, an individual teacher can further increase their salary beyond these ranges by gaining further education, resulting in horizontal movement on the schedule (2014-15 actual increases including horizontal movement as high as 11.31% see **Exhibit 3**).

The District is committed to fairly compensating teachers as well as staff. The raises in the Board offer will continue our teachers at the top of the area salaries, and will maintain their highest-in-the-area lifetime earnings. The District has offered what we believe are fair increases, and beat the area market, without being excessive.

Continuation of 6% Retirement Benefits

Like many area districts, Roxana School District offers its retiring teachers a 6% salary increase in their final 3 years of employment. However, unlike many other districts, the Roxana School District is not attempting to remove that benefit. Fortunately, we are in a financial position to continue offering this generous retirement benefit, thereby positively affecting an individual teacher's final rate of earnings used in calculating their pension. The Board's proposal continues this valuable retirement benefit for the life of the proposed five-year Agreement.

Board-Paid Health Insurance Increases

With respect to Health Insurance costs, the District's offer is to pay up to \$600 per month toward single insurance premiums for each teacher for the 2014-2015 school year, and increase that amount by 3.5% per year thereafter during the life of the agreement, *i.e.*, up to \$688.50 per month by the final year of the agreement. The current insurance cost is only \$600.00 per month, thus the District's offer pays the full cost of single coverage health insurance for the first year, and then funds annual increases of 3.5% per year in health insurance costs. Any costs above the District-paid amount will be paid by the employee, as under the current Agreement.

The District's rationale in continuing to pay a maximum amount per month toward teachers' insurance premiums is to ensure that teachers continue to have some shared "ownership" in the issue of insurance costs, and to provide a mutual guaranteed incentive for both parties to keep working together to keep insurance costs reasonable. In addition, the District has an obvious need to control the risk of health insurance costs.

In contrast, the REA's proposed language would require the District to cover 100% of single employee health insurance premiums, without regard to the actual cost or the rate of increase. Agreeing to the REA's proposal would create a new, unlimited, open-ended obligation that the District is not currently required to provide under the prior Agreement, and to which it cannot agree, in keeping with its financial obligations to its constituents.

The Board Must Take Care to Preserve Long-Term Fiscal Health of the District

A common refrain from the REA during bargaining has been that due to the District's relatively high tax base, due in large part to the refinery, the District should provide above-market raises. The REA's position has been that the District should give teacher pay raises, above and beyond the salary schedule that already makes them among the most highly paid in the area, simply because it currently has the cash on hand to do so. This disagreement between the parties reflects the fact that while the REA has a right to advocate aggressively for better pay and benefits for the teachers it represents, the District serves a much broader constituency and it must think long term.

Uncertainty Surrounding Refinery, the District's Largest Source of Tax Revenue

A large crude oil refinery operated by Phillips 66 is located in the Village of Roxana, Illinois, within the School District. The refinery represents almost 70% of the District's local revenue, thereby making the District very dependent on one entity – and highly susceptible to the any fluctuations in the assessed value of the refinery, which make a major difference in the District's overall property tax revenue. The District

joined a consortium with other local taxing bodies in 2010 and recently reached a settlement agreement with the refinery to cover the tax years 2011 through 2017 – and the corresponding school years of 2012-13 through 2018-19. Under the settlement agreement, the District's share of the refinery's assessed value will be reduced from \$409 million to \$320 million. This translates into a \$2.2 million dollar loss of revenue compared to 2014-15 in the Education Fund, beginning in the 2015-16 school year.

In anticipation of the impending revenue decline, the Board authorized a transfer of \$1.7 million into the Education Fund for the 2014-15 school year, rather than use those funds for capital projects. Over the life of the settlement agreement, it is likely that the District's revenue source will remain relatively flat, while expenses will continue to grow. As that trend continues, the point at which expenses exceed revenue must be acknowledged and managed. By shoring up the Education Fund balance, and by using the savings from staff retirements, the Board has a financial plan to manage the reduction in revenue compared to 2014-15, while maintaining programs for students, and seeking to keep deficit spending manageable in the latter years of the refinery agreement.

The Board of Education must continue to balance salary increases to its teachers with many other important considerations, including property tax relief to our taxpayers, capital improvements to the buildings, 1:1 technology for our students, and overall fiscal responsibility as a District going forward. The Board of Education has developed 5 year financial projections to serve as a roadmap, which will be adjusted and managed each year of the agreement (see **Exhibit 4**). But they are only projections, and there is a risk. Given the amount of money at stake from any change in the refinery's assessed value – both to the District and the refinery's ownership – the District cannot be certain that future assessed value challenges by the refinery might not result in a further reduction of revenue to the District. Accordingly, the Board must maintain an eye toward the overall fiscal responsibility of the District going forward.

Uncertainty Due to Pension Reform and Attempts at School Funding Reform

The State of Illinois exists in a time of tremendous fiscal uncertainty right now. In an effort to fix the State's estimated \$100 billion unfunded pension liability from the State's five retirement systems, the State enacted significant pension reform in 2013. That legislation is now being challenged in the courts, and if struck down as unconstitutional, the effect on local governments could be significant, especially if increased state costs are passed down to the local level as a result. We are concerned that a cost shift of pensions from the state to local governments like the District is a real risk during the 4- to 5- year agreement under discussion with the REA. We do not wish to overstate the possible impact of this issue, but the uncertainty on pension reform and

the State's financial position are key reasons while the District feels compelled to act responsibly in taking a long-term view in its negotiations with the REA.

In addition to the possible impact on the District of unsuccessful pension reform, there is another even more troubling possibility on the horizon. Proposed legislation in the Illinois legislature, Senate Bill 1, would change the Illinois school funding formula in an attempt to make up the disparity between districts with high equalized assessed valuation ("EAV"), and those with lower EAV. In other words to equalize the total revenue between districts with a larger local tax base, and those with a smaller tax base. Because of the District's reliance on the local revenue generated by the refinery, the District would almost certainly face a reduction in state funding under any version of school funding reform. While the current proposal is not yet law, and we do not wish to overstate this concern, the District anticipates that any such reform would result in a significant reduction in state funding for the District, during the life of the 4- or 5- year agreement with the REA. For this reason as well, the District is compelled to act responsibly in taking a long-term view in its negotiations with the REA.

Non-Economic "Language" Issues

Procedure for Filling Vacancies

Recent Education Reform has affected the language issues on the table as well. In 2011, the Illinois General Assembly passed landmark education reform legislation requiring school district decisions to fill new or vacant teacher positions be based on "certifications, qualifications, merit and ability...and relevant experience." The new law further states that seniority in the District is not to be considered when filling new or vacant positions, unless all other factors are determined to be equal. The practical effect of this new law was to prohibit districts from filling new or vacant positions based on teacher seniority. The 2010-2014 Agreement that was in effect at the time this law passed did use seniority-based filling of vacancies and thus was contrary to the law. But the statute allowed for such Agreements to be "grandfathered" until they expired.

Now that the 2010-2014 Agreement has expired and the parties are negotiating their first CBA under the new law, the REA is refusing to agree to the necessary changes to bring the District's outdated method of filling teacher vacancies into line with these recent state reforms. The District's old system in the prior CBA filled new and vacant positions solely on the basis of teacher seniority, without regard to other factors. State-wide school reform changed those methods, requiring districts to begin assessing performance and other factors into decisions about the selection of candidates to fill new or vacant positions.

The REA has refused to recognize the guidance of the new law that seniority in the district cannot be used to select candidates for new or vacant teaching positions.

The REA has continued to press for variations on "seniority" and "bidding" as well as restricting the District from looking at candidates from outside the District – all of which are out of step with the letter and the intent of the new law, which states that seniority in the District shall not be considered unless all other factors are equal.

In an effort to reach agreement, the Board has offered to compromise on the issue. Specifically, the Board prepared and presented a proposal in December 2014, blending elements of REA proposal and Board proposal. In response, the REA first called for mediation, but then when the mediator arrived, the REA declined to provide a new counter proposal or further discuss the issue. In fact, the REA has not responded with any new proposal on this issue since November 2014. Although the Board would be within its rights to insist on filling vacancies and making layoffs solely on merit, the Board's compromise offer is a fair middle ground between the old contractual language and the new statute. We believe that the Board's proposal is a fair compromise, reflects the impact of the new law and should be accepted.

Cost Summary

Table 1 – Future Teacher Costs Under District Proposal¹

	2014-2015 Projected	2015-2016 Proposal	2016-2017 Proposal	2017-2018 Proposal	2018-2019 Proposal
Teacher Costs	\$10,636,319	\$11,058,580	\$11,495,958	\$11,958,966	\$12,441,891
Increase From Prior Year	\$396,646	\$422,261	\$437,378	\$463,008	\$482,925
Percentage Increase	3.87%	3.97%	3.96%	4.03%	4.04%
District Increase in Teacher Costs Over 5 Years					16.98%

Table 2 – Projected Depletion of District Education Fund

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Projected Ed Fund Ending Balance	\$10,222,071	\$10,467,230	\$10,055,549	\$9,223,737	\$7,881,635
Surplus/Deficit	\$3,916,942	\$245,160	(\$411,682)	(\$831,811)	(\$1,342,102)
District Decrease in Ed Fund Over 5 Years					(22.9%)²

¹ The "total costs" listed here include teacher salaries, as well additional amounts paid for extracurricular duties, athletics, insurance, and longevity pay.

² The projected depletion of the District's Education Fund would be even larger if not for projected budget cuts totaling \$1.027 million in the 2015-2016 to 2018-2019 school years.

Exhibit 1 – Chart of County and Conference Teacher Salaries

SALARY SCHEDULE COMPARISON
ISBE TEACHER SALARY DATA 2013-14

<u>Madison County Schools</u>	Bachelor	Bachelor	Years to	Masters	Masters	Years to	Masters	Masters	Years to
	Beginning	Max	Max	Beginning	Maximum	Max	Plus Beginning	Plus Maximum	Max
Roxana CUSD 1	\$41,258	\$62,060	12	\$47,503	\$71,638	14	\$52,102	\$76,237	16
Alton CUSD 11	\$34,173	\$62,878	24	\$38,274	\$66,979	24	\$41,008	\$69,713	24
Bethalto CUSD 8	\$35,214	\$72,756	26	\$39,588	\$78,858	26	\$43,084	\$83,721	26
Collinsville CUSD 10	\$35,604	\$62,307	20	\$39,164	\$65,867	20	\$42,725	\$76,548	20
East Alton SD 13	\$39,602	\$67,065	22	\$42,770	\$70,429	22	\$44,750	\$72,892	22
East Alton -Wood River CHSD 14	\$40,119	\$61,600	19	\$42,740	\$74,236	19	\$44,868	\$77,934	19
Edwardsville CUSD 7	\$37,230	\$57,334	27	\$40,953	\$72,226	30	\$43,559	\$77,811	30
Granite City CUSD 9	\$35,887	\$70,100	30	\$37,387	\$73,301	30	\$37,902	\$74,400	30
Highland CUSD 12	\$35,318	\$46,563	14	\$37,499	\$71,142	23	\$41,979	\$73,382	23
Madison CUSD 12	\$36,701	\$58,243	20	\$39,705	\$72,859	27	\$42,316	\$77,335	27
Triad CUSD 2	\$36,562	\$57,951	17	\$42,010	\$67,238	20	\$46,178	\$71,406	20
Venice CUSD 3	\$32,177	\$57,678	21	\$34,586	\$59,087	21	\$35,712	\$60,213	21
Wood River-Hartford Elementary SD 15	\$37,337	\$63,651	22	\$40,610	\$70,199	22	\$43,884	\$76,017	22
Rank: 1 of 13 7 of 13 1 of 13 6 of 13 1 of 13 6 of 13									
Average - all in County	\$36,745	\$61,553		\$40,215	\$70,312		\$43,082	\$74,431	
Average - all ex Roxana	\$36,327	\$61,511		\$39,607	\$70,202		\$42,330	\$74,281	

**SALARY SCHEDULE COMPARISON
ISBE TEACHER SALARY DATA
2013-14**

<u>South Central Conference</u>	Bachelor		Years to Max	Masters		Years to Max	Masters		Years to Max
	Beginning	Max		Beginning	Maximum		Plus Beginning	Plus Maximum	
Roxana	\$41,758	\$62,060	12	\$47,503	\$71,638	14	\$52,102	\$76,237	14
Carlinville CUSD 1	\$37,694	\$58,426	15	\$39,579	\$66,341	18	\$40,599	\$67,106	20
Gillespie CUSD 7	\$40,721	\$75,535	30	\$43,204	\$82,954	30	\$45,194	\$84,947	30
Bond County CUSD 2	\$37,021	\$50,349	9	\$42,944	\$65,157	15	\$48,868	\$74,042	17
Hillsboro CUSD 3	\$36,264	\$59,836	20	\$39,891	\$68,902	24	\$42,791	\$73,616	25
Litchfield CUSD 12	\$37,875	\$63,630	24	\$41,663	\$70,448	24	\$43,178	\$71,963	24
Pana (H.S.) CUSD 8	\$38,328	\$64,775	30	\$41,241	\$67,688	30	\$44,154	\$70,600	30
Piasa (Southwestern) CUSD 9	\$37,766	\$57,233	13	\$41,543	\$64,029	15	\$45,319	\$70,828	17
Staunton CUSD 6	\$37,024	\$76,994	26	\$38,959	\$87,277	27	\$40,591	\$90,783	28
Vandalia CUSD 203	\$37,950	\$56,858	19	\$41,322	\$64,600	21	\$44,993	\$70,339	21
Rank:	1 of 10	5 of 10		1 of 10	3 of 10		1 of 10	3 of 10	
Average--all in Conference	\$38,240	\$62,570		\$41,785	\$70,822		\$44,779	\$75,046	
Average - all ex Roxana	\$37,849	\$62,626		\$41,150	\$70,822		\$43,965	\$74,914	

**Exhibit 2 – Teacher Salary Schedule and
Effects of Additional Education**

2014-15 Salary Schedule With Retirement Dollars

Year	Step	M+48	M+40	M+32	M+24	M+16	M+8	M	B+32	B+24	B+16	B+8	B
15	14	\$80,736	\$79,550	\$78,372	\$77,186	\$76,008	\$74,822	\$73,644	\$72,466				
14	13	\$78,762	\$77,584	\$76,398	\$75,220	\$74,034	\$72,856	\$71,678	\$70,492	\$69,314	\$68,128		
13	12	\$76,796	\$75,610	\$74,432	\$73,254	\$72,068	\$70,890	\$69,704	\$68,526	\$67,340	\$66,162	\$64,983	\$63,798
12	11	\$74,822	\$73,644	\$72,466	\$71,280	\$70,102	\$68,916	\$67,738	\$66,552	\$65,374	\$64,195	\$63,010	\$61,831
11	10	\$72,856	\$71,678	\$70,492	\$69,314	\$68,128	\$66,950	\$65,764	\$64,586	\$63,407	\$62,222	\$61,043	\$59,858
10	9	\$70,890	\$69,704	\$68,526	\$67,340	\$66,162	\$64,983	\$63,798	\$62,619	\$61,434	\$60,255	\$59,070	\$57,891
9	8	\$68,916	\$67,738	\$66,552	\$65,374	\$64,195	\$63,010	\$61,831	\$60,646	\$59,467	\$58,282	\$57,103	\$55,925
8	7	\$66,950	\$65,764	\$64,586	\$63,407	\$62,222	\$61,043	\$59,858	\$58,679	\$57,494	\$56,315	\$55,137	\$53,951
7	6	\$64,983	\$63,798	\$62,619	\$61,434	\$60,255	\$59,070	\$57,891	\$56,713	\$55,527	\$54,349	\$53,164	\$51,985
6	5	\$63,010	\$61,831	\$60,646	\$59,467	\$58,282	\$57,103	\$55,925	\$54,739	\$53,561	\$52,376	\$51,197	\$50,012
5	4	\$61,242	\$60,057	\$58,878	\$57,693	\$56,514	\$55,329	\$54,150	\$52,972	\$51,786	\$50,608	\$49,422	\$48,244
4	3	\$59,467	\$58,282	\$57,103	\$55,925	\$54,739	\$53,561	\$52,376	\$51,197	\$50,012	\$48,833	\$47,655	\$46,469
3	2	\$57,693	\$56,514	\$55,329	\$54,150	\$52,972	\$51,786	\$50,608	\$49,422	\$48,244	\$47,058	\$45,880	\$44,702
2	1	\$55,925	\$54,739	\$53,561	\$52,376	\$51,197	\$50,012	\$48,833	\$47,655	\$46,469	\$45,291	\$44,105	\$42,927

2014-15 Salary Schedule Without Retirement Dollars

<u>Year Step</u>	<u>M+48</u>	<u>M+40</u>	<u>M+32</u>	<u>M+24</u>	<u>M+16</u>	<u>M+8</u>	<u>M</u>	<u>B+32</u>	<u>B+24</u>	<u>B+16</u>	<u>B+8</u>	<u>B</u>
15 14	\$73,147	\$72,072	\$71,005	\$69,931	\$68,863	\$67,789	\$66,721	\$65,654				
14 13	\$71,358	\$70,291	\$69,217	\$68,149	\$67,075	\$66,008	\$64,940	\$63,866	\$62,798	\$61,724		
13 12	\$69,577	\$68,503	\$67,435	\$66,368	\$65,294	\$64,226	\$63,152	\$62,085	\$61,010	\$59,943	\$58,875	\$57,801
12 11	\$67,789	\$66,721	\$65,654	\$64,580	\$63,512	\$62,438	\$61,371	\$60,296	\$59,229	\$58,161	\$57,087	\$56,019
11 10	\$66,008	\$64,940	\$63,866	\$62,798	\$61,724	\$60,657	\$59,582	\$58,515	\$57,447	\$56,373	\$55,305	\$54,231
10 9	\$64,226	\$63,152	\$62,085	\$61,010	\$59,943	\$58,875	\$57,801	\$56,733	\$55,659	\$54,591	\$53,517	\$52,449
9 8	\$62,438	\$61,371	\$60,296	\$59,229	\$58,161	\$57,087	\$56,019	\$54,945	\$53,877	\$52,803	\$51,735	\$50,668
8 7	\$60,657	\$59,582	\$58,515	\$57,447	\$56,373	\$55,305	\$54,231	\$53,163	\$52,090	\$51,021	\$49,954	\$48,880
7 6	\$58,875	\$57,801	\$56,733	\$55,659	\$54,591	\$53,517	\$52,449	\$51,382	\$50,307	\$49,240	\$48,167	\$47,098
6 5	\$57,087	\$56,019	\$54,945	\$53,877	\$52,803	\$51,735	\$50,668	\$49,594	\$48,526	\$47,453	\$46,384	\$45,311
5 4	\$55,485	\$54,412	\$53,343	\$52,270	\$51,202	\$50,128	\$49,060	\$47,993	\$46,918	\$45,851	\$44,776	\$43,709
4 3	\$53,877	\$52,803	\$51,735	\$50,668	\$49,594	\$48,526	\$47,453	\$46,384	\$45,311	\$44,243	\$43,175	\$42,101
3 2	\$52,270	\$51,202	\$50,128	\$49,060	\$47,993	\$46,918	\$45,851	\$44,776	\$43,709	\$42,635	\$41,567	\$40,500
2 1	\$50,668	\$49,594	\$48,526	\$47,453	\$46,384	\$45,311	\$44,243	\$43,175	\$42,101	\$41,034	\$39,959	\$38,892

2015-16 Salary Schedule With Retirement Dollars

<u>Step</u>	<u>M+48</u>	<u>M+40</u>	<u>M+32</u>	<u>M+24</u>	<u>M+16</u>	<u>M+8</u>	<u>M</u>	<u>B+32</u>	<u>B+24</u>	<u>B+16</u>	<u>B+8</u>	<u>B</u>
14	\$82,996	\$81,778	\$80,566	\$79,347	\$78,136	\$76,917	\$75,706	\$74,495				
13	\$80,967	\$79,756	\$78,537	\$77,326	\$76,107	\$74,896	\$73,685	\$72,466	\$71,254	\$70,036		
12	\$78,946	\$77,727	\$76,516	\$75,305	\$74,086	\$72,874	\$71,656	\$70,444	\$69,225	\$68,014	\$66,803	\$65,584
11	\$76,917	\$75,706	\$74,495	\$73,276	\$72,064	\$70,846	\$69,634	\$68,415	\$67,204	\$65,993	\$64,774	\$63,563
10	\$74,896	\$73,685	\$72,466	\$71,254	\$70,036	\$68,824	\$67,605	\$66,394	\$65,183	\$63,964	\$62,753	\$61,534
9	\$72,874	\$71,656	\$70,444	\$69,225	\$68,014	\$66,803	\$65,584	\$64,373	\$63,154	\$61,943	\$60,724	\$59,512
8	\$70,846	\$69,634	\$68,415	\$67,204	\$65,993	\$64,774	\$63,563	\$62,344	\$61,133	\$59,914	\$58,702	\$57,491
7	\$68,824	\$67,605	\$66,394	\$65,183	\$63,964	\$62,753	\$61,534	\$60,322	\$59,104	\$57,892	\$56,681	\$55,462
6	\$66,803	\$65,584	\$64,373	\$63,154	\$61,943	\$60,724	\$59,512	\$58,301	\$57,082	\$55,871	\$54,652	\$53,441
5	\$64,774	\$63,563	\$62,344	\$61,133	\$59,914	\$58,702	\$57,491	\$56,272	\$55,061	\$53,842	\$52,631	\$51,412
4	\$62,957	\$61,738	\$60,527	\$59,308	\$58,097	\$56,878	\$55,667	\$54,455	\$53,236	\$52,025	\$50,806	\$49,595
3	\$61,133	\$59,914	\$58,702	\$57,491	\$56,272	\$55,061	\$53,842	\$52,631	\$51,412	\$50,201	\$48,989	\$47,770
2	\$59,308	\$58,097	\$56,878	\$55,667	\$54,455	\$53,236	\$52,025	\$50,806	\$49,595	\$48,376	\$47,165	\$45,953
1	\$57,491	\$56,272	\$55,061	\$53,842	\$52,631	\$51,412	\$50,201	\$48,989	\$47,770	\$46,559	\$45,340	\$44,129

2015-16 Salary Schedule Without Retirement Dollars

<u>Step</u>	<u>M+48</u>	<u>M+40</u>	<u>M+32</u>	<u>M+24</u>	<u>M+16</u>	<u>M+8</u>	<u>M</u>	<u>B+32</u>	<u>B+24</u>	<u>B+16</u>	<u>B+8</u>	<u>B</u>
14	\$75,194	\$74,091	\$72,993	\$71,888	\$70,791	\$69,687	\$68,590	\$67,492				
13	\$73,356	\$72,259	\$71,155	\$70,057	\$68,953	\$67,856	\$66,759	\$65,654	\$64,556	\$63,453		
12	\$71,525	\$70,421	\$69,323	\$68,226	\$67,122	\$66,024	\$64,920	\$63,822	\$62,718	\$61,621	\$60,524	\$59,419
11	\$69,687	\$68,590	\$67,492	\$66,388	\$65,290	\$64,186	\$63,088	\$61,984	\$60,887	\$59,790	\$58,685	\$57,588
10	\$67,856	\$66,759	\$65,654	\$64,556	\$63,453	\$62,355	\$61,250	\$60,153	\$59,056	\$57,951	\$56,854	\$55,750
9	\$66,024	\$64,920	\$63,822	\$62,718	\$61,621	\$60,524	\$59,419	\$58,322	\$57,218	\$56,120	\$55,016	\$53,918
8	\$64,186	\$63,088	\$61,984	\$60,887	\$59,790	\$58,685	\$57,588	\$56,484	\$55,386	\$54,282	\$53,184	\$52,087
7	\$62,355	\$61,250	\$60,153	\$59,056	\$57,951	\$56,854	\$55,750	\$54,652	\$53,548	\$52,450	\$51,353	\$50,249
6	\$60,524	\$59,419	\$58,322	\$57,218	\$56,120	\$55,016	\$53,918	\$52,821	\$51,716	\$50,619	\$49,515	\$48,418
5	\$58,685	\$57,588	\$56,484	\$55,386	\$54,282	\$53,184	\$52,087	\$50,982	\$49,885	\$48,781	\$47,684	\$46,579
4	\$57,039	\$55,935	\$54,837	\$53,733	\$52,636	\$51,531	\$50,434	\$49,336	\$48,232	\$47,135	\$46,030	\$44,933
3	\$55,386	\$54,282	\$53,184	\$52,087	\$50,982	\$49,885	\$48,781	\$47,684	\$46,579	\$45,482	\$44,384	\$43,280
2	\$53,733	\$52,636	\$51,531	\$50,434	\$49,336	\$48,232	\$47,135	\$46,030	\$44,933	\$43,829	\$42,731	\$41,633
1	\$52,087	\$50,982	\$49,885	\$48,781	\$47,684	\$46,579	\$45,482	\$44,384	\$43,280	\$42,182	\$41,078	\$39,981

2016-17 Salary Schedule With Retirement Dollars

<u>Step</u>	<u>M+48</u>	<u>M+40</u>	<u>M+32</u>	<u>M+24</u>	<u>M+16</u>	<u>M+8</u>	<u>M</u>	<u>B+32</u>	<u>B+24</u>	<u>B+16</u>	<u>B+8</u>	<u>B</u>
14	\$85,445	\$84,190	\$82,943	\$81,688	\$80,441	\$79,186	\$77,939	\$76,692				
13	\$83,356	\$82,109	\$80,854	\$79,607	\$78,352	\$77,105	\$75,858	\$74,603	\$73,356	\$72,102		
12	\$81,275	\$80,020	\$78,773	\$77,526	\$76,271	\$75,024	\$73,769	\$72,522	\$71,268	\$70,021	\$68,774	\$67,519
11	\$79,186	\$77,939	\$76,692	\$75,437	\$74,190	\$72,936	\$71,688	\$70,434	\$69,187	\$67,940	\$66,685	\$65,438
10	\$77,105	\$75,858	\$74,603	\$73,356	\$72,102	\$70,855	\$69,600	\$68,353	\$67,106	\$65,851	\$64,604	\$63,349
9	\$75,024	\$73,769	\$72,522	\$71,268	\$70,021	\$68,774	\$67,519	\$66,272	\$65,017	\$63,770	\$62,515	\$61,268
8	\$72,936	\$71,688	\$70,434	\$69,187	\$67,940	\$66,685	\$65,438	\$64,183	\$62,936	\$61,681	\$60,434	\$59,187
7	\$70,855	\$69,600	\$68,353	\$67,106	\$65,851	\$64,604	\$63,349	\$62,102	\$60,847	\$59,600	\$58,353	\$57,098
6	\$68,774	\$67,519	\$66,272	\$65,017	\$63,770	\$62,515	\$61,268	\$60,021	\$58,766	\$57,519	\$56,264	\$55,017
5	\$66,685	\$65,438	\$64,183	\$62,936	\$61,681	\$60,434	\$59,187	\$57,932	\$56,685	\$55,430	\$54,183	\$52,929
4	\$64,814	\$63,559	\$62,312	\$61,058	\$59,811	\$58,556	\$57,309	\$56,062	\$54,807	\$53,560	\$52,305	\$51,058
3	\$62,936	\$61,681	\$60,434	\$59,187	\$57,932	\$56,685	\$55,430	\$54,183	\$52,929	\$51,681	\$50,434	\$49,180
2	\$61,058	\$59,811	\$58,556	\$57,309	\$56,062	\$54,807	\$53,560	\$52,305	\$51,058	\$49,803	\$48,556	\$47,309
1	\$59,187	\$57,932	\$56,685	\$55,430	\$54,183	\$52,929	\$51,681	\$50,434	\$49,180	\$47,933	\$46,678	\$45,431

2016-17 Salary Schedule Without Retirement Dollars

<u>Step</u>	<u>M+48</u>	<u>M+40</u>	<u>M+32</u>	<u>M+24</u>	<u>M+16</u>	<u>M+8</u>	<u>M</u>	<u>B+32</u>	<u>B+24</u>	<u>B+16</u>	<u>B+8</u>	<u>B</u>
14	\$77,413	\$76,276	\$75,146	\$74,009	\$72,880	\$71,743	\$70,613	\$69,483				
13	\$75,521	\$74,391	\$73,254	\$72,124	\$70,987	\$69,857	\$68,727	\$67,590	\$66,461	\$65,324		
12	\$73,635	\$72,498	\$71,368	\$70,239	\$69,102	\$67,972	\$66,835	\$65,705	\$64,569	\$63,439	\$62,309	\$61,172
11	\$71,743	\$70,613	\$69,483	\$68,346	\$67,216	\$66,080	\$64,949	\$63,813	\$62,683	\$61,554	\$60,417	\$59,287
10	\$69,857	\$68,727	\$67,590	\$66,461	\$65,324	\$64,195	\$63,058	\$61,928	\$60,798	\$59,661	\$58,531	\$57,394
9	\$67,972	\$66,835	\$65,705	\$64,569	\$63,439	\$62,309	\$61,172	\$60,042	\$58,905	\$57,776	\$56,639	\$55,509
8	\$66,080	\$64,949	\$63,813	\$62,683	\$61,554	\$60,417	\$59,287	\$58,150	\$57,020	\$55,883	\$54,753	\$53,623
7	\$64,195	\$63,058	\$61,928	\$60,798	\$59,661	\$58,531	\$57,394	\$56,264	\$55,127	\$53,998	\$52,868	\$51,731
6	\$62,309	\$61,172	\$60,042	\$58,905	\$57,776	\$56,639	\$55,509	\$54,379	\$53,242	\$52,112	\$50,975	\$49,845
5	\$60,417	\$59,287	\$58,150	\$57,020	\$55,883	\$54,753	\$53,623	\$52,486	\$51,357	\$50,220	\$49,090	\$47,954
4	\$58,721	\$57,584	\$56,455	\$55,319	\$54,189	\$53,052	\$51,922	\$50,792	\$49,655	\$48,525	\$47,388	\$46,259
3	\$57,020	\$55,883	\$54,753	\$53,623	\$52,486	\$51,357	\$50,220	\$49,090	\$47,954	\$46,823	\$45,693	\$44,557
2	\$55,319	\$54,189	\$53,052	\$51,922	\$50,792	\$49,655	\$48,525	\$47,388	\$46,259	\$45,122	\$43,992	\$42,862
1	\$53,623	\$52,486	\$51,357	\$50,220	\$49,090	\$47,954	\$46,823	\$45,693	\$44,557	\$43,427	\$42,290	\$41,160

2017-18 Salary Schedule With Retirement Dollars

<u>Step</u>	<u>M+48</u>	<u>M+40</u>	<u>M+32</u>	<u>M+24</u>	<u>M+16</u>	<u>M+8</u>	<u>M</u>	<u>B+32</u>	<u>B+24</u>	<u>B+16</u>	<u>B+8</u>	<u>B</u>
14	\$88,094	\$86,800	\$85,514	\$84,220	\$82,935	\$81,641	\$80,355	\$79,070				
13	\$85,940	\$84,654	\$83,361	\$82,075	\$80,781	\$79,496	\$78,210	\$76,916	\$75,630	\$74,337		
12	\$83,795	\$82,501	\$81,215	\$79,929	\$78,636	\$77,350	\$76,056	\$74,771	\$73,477	\$72,191	\$70,906	\$69,612
11	\$81,641	\$80,355	\$79,070	\$77,776	\$76,490	\$75,197	\$73,911	\$72,617	\$71,331	\$70,046	\$68,752	\$67,466
10	\$79,496	\$78,210	\$76,916	\$75,630	\$74,337	\$73,051	\$71,757	\$70,472	\$69,186	\$67,892	\$66,607	\$65,313
9	\$77,350	\$76,056	\$74,771	\$73,477	\$72,191	\$70,906	\$69,612	\$68,326	\$67,032	\$65,747	\$64,453	\$63,167
8	\$75,197	\$73,911	\$72,617	\$71,331	\$70,046	\$68,752	\$67,466	\$66,173	\$64,887	\$63,593	\$62,308	\$61,022
7	\$73,051	\$71,757	\$70,472	\$69,186	\$67,892	\$66,607	\$65,313	\$64,027	\$62,733	\$61,448	\$60,162	\$58,868
6	\$70,906	\$69,612	\$68,326	\$67,032	\$65,747	\$64,453	\$63,167	\$61,882	\$60,588	\$59,302	\$58,009	\$56,723
5	\$68,752	\$67,466	\$66,173	\$64,887	\$63,593	\$62,308	\$61,022	\$59,728	\$58,442	\$57,149	\$55,863	\$54,569
4	\$66,823	\$65,530	\$64,244	\$62,950	\$61,665	\$60,371	\$59,085	\$57,800	\$56,506	\$55,220	\$53,926	\$52,641
3	\$64,887	\$63,593	\$62,308	\$61,022	\$59,728	\$58,442	\$57,149	\$55,863	\$54,569	\$53,284	\$51,998	\$50,704
2	\$62,950	\$61,665	\$60,371	\$59,085	\$57,800	\$56,506	\$55,220	\$53,926	\$52,641	\$51,347	\$50,061	\$48,776
1	\$61,022	\$59,728	\$58,442	\$57,149	\$55,863	\$54,569	\$53,284	\$51,998	\$50,704	\$49,419	\$48,125	\$46,839

2017-18 Salary Schedule Without Retirement Dollars

<u>Step</u>	<u>M+48</u>	<u>M+40</u>	<u>M+32</u>	<u>M+24</u>	<u>M+16</u>	<u>M+8</u>	<u>M</u>	<u>B+32</u>	<u>B+24</u>	<u>B+16</u>	<u>B+8</u>	<u>B</u>
14	\$79,813	\$78,641	\$77,476	\$76,303	\$75,139	\$73,967	\$72,802	\$71,637				
13	\$77,862	\$76,697	\$75,525	\$74,360	\$73,188	\$72,023	\$70,858	\$69,686	\$68,521	\$67,349		
12	\$75,918	\$74,746	\$73,581	\$72,416	\$71,244	\$70,079	\$68,907	\$67,743	\$66,570	\$65,405	\$64,241	\$63,068
11	\$73,967	\$72,802	\$71,637	\$70,465	\$69,300	\$68,128	\$66,963	\$65,791	\$64,626	\$63,462	\$62,289	\$61,124
10	\$72,023	\$70,858	\$69,686	\$68,521	\$67,349	\$66,184	\$65,012	\$63,848	\$62,683	\$61,510	\$60,346	\$59,174
9	\$70,079	\$68,907	\$67,743	\$66,570	\$65,405	\$64,241	\$63,068	\$61,903	\$60,731	\$59,567	\$58,394	\$57,229
8	\$68,128	\$66,963	\$65,791	\$64,626	\$63,462	\$62,289	\$61,124	\$59,953	\$58,788	\$57,615	\$56,451	\$55,286
7	\$66,184	\$65,012	\$63,848	\$62,683	\$61,510	\$60,346	\$59,174	\$58,008	\$56,836	\$55,672	\$54,507	\$53,334
6	\$64,241	\$63,068	\$61,903	\$60,731	\$59,567	\$58,394	\$57,229	\$56,065	\$54,893	\$53,728	\$52,556	\$51,391
5	\$62,289	\$61,124	\$59,953	\$58,788	\$57,615	\$56,451	\$55,286	\$54,114	\$52,948	\$51,777	\$50,612	\$49,440
4	\$60,542	\$59,370	\$58,205	\$57,033	\$55,868	\$54,696	\$53,531	\$52,367	\$51,194	\$50,029	\$48,857	\$47,693
3	\$58,788	\$57,615	\$56,451	\$55,286	\$54,114	\$52,948	\$51,777	\$50,612	\$49,440	\$48,275	\$47,110	\$45,938
2	\$57,033	\$55,868	\$54,696	\$53,531	\$52,367	\$51,194	\$50,029	\$48,857	\$47,693	\$46,520	\$45,355	\$44,191
1	\$55,286	\$54,114	\$52,948	\$51,777	\$50,612	\$49,440	\$48,275	\$47,110	\$45,938	\$44,774	\$43,601	\$42,436

2018-19 Salary Schedule With Retirement Dollars

<u>Step</u>	<u>M+48</u>	<u>M+40</u>	<u>M+32</u>	<u>M+24</u>	<u>M+16</u>	<u>M+8</u>	<u>M</u>	<u>B+32</u>	<u>B+24</u>	<u>B+16</u>	<u>B+8</u>	<u>B</u>
14	\$90,957	\$89,621	\$88,293	\$86,958	\$85,630	\$84,294	\$82,967	\$81,639				
13	\$88,733	\$87,406	\$86,070	\$84,742	\$83,407	\$82,079	\$80,752	\$79,416	\$78,088	\$76,753		
12	\$86,518	\$85,182	\$83,855	\$82,527	\$81,191	\$79,864	\$78,528	\$77,201	\$75,865	\$74,537	\$73,210	\$71,874
11	\$84,294	\$82,967	\$81,639	\$80,304	\$78,976	\$77,640	\$76,313	\$74,977	\$73,650	\$72,322	\$70,986	\$69,659
10	\$82,079	\$80,752	\$79,416	\$78,088	\$76,753	\$75,425	\$74,089	\$72,762	\$71,434	\$70,099	\$68,771	\$67,435
9	\$79,864	\$78,528	\$77,201	\$75,865	\$74,537	\$73,210	\$71,874	\$70,547	\$69,211	\$67,884	\$66,548	\$65,220
8	\$77,640	\$76,313	\$74,977	\$73,650	\$72,322	\$70,986	\$69,659	\$68,323	\$66,996	\$65,660	\$64,333	\$63,005
7	\$75,425	\$74,089	\$72,762	\$71,434	\$70,099	\$68,771	\$67,435	\$66,108	\$64,772	\$63,445	\$62,117	\$60,782
6	\$73,210	\$71,874	\$70,547	\$69,211	\$67,884	\$66,548	\$65,220	\$63,893	\$62,557	\$61,230	\$59,894	\$58,566
5	\$70,986	\$69,659	\$68,323	\$66,996	\$65,660	\$64,333	\$63,005	\$61,669	\$60,342	\$59,006	\$57,679	\$56,343
4	\$68,995	\$67,659	\$66,332	\$64,996	\$63,669	\$62,333	\$61,006	\$59,678	\$58,342	\$57,015	\$55,679	\$54,352
3	\$66,996	\$65,660	\$64,333	\$63,005	\$61,669	\$60,342	\$59,006	\$57,679	\$56,343	\$55,015	\$53,688	\$52,352
2	\$64,996	\$63,669	\$62,333	\$61,006	\$59,678	\$58,342	\$57,015	\$55,679	\$54,352	\$53,016	\$51,688	\$50,361
1	\$63,005	\$61,669	\$60,342	\$59,006	\$57,679	\$56,343	\$55,015	\$53,688	\$52,352	\$51,025	\$49,689	\$48,361

2018-19 Salary Schedule Without Retirement Dollars

<u>Step</u>	<u>M+48</u>	<u>M+40</u>	<u>M+32</u>	<u>M+24</u>	<u>M+16</u>	<u>M+8</u>	<u>M</u>	<u>B+32</u>	<u>B+24</u>	<u>B+16</u>	<u>B+8</u>	<u>B</u>
14	\$82,407	\$81,197	\$79,993	\$78,784	\$77,581	\$76,370	\$75,168	\$73,965				
13	\$80,392	\$79,190	\$77,979	\$76,776	\$75,567	\$74,364	\$73,161	\$71,951	\$70,748	\$69,538		
12	\$78,385	\$77,175	\$75,973	\$74,769	\$73,559	\$72,357	\$71,146	\$69,944	\$68,734	\$67,531	\$66,328	\$65,118
11	\$76,370	\$75,168	\$73,965	\$72,755	\$71,552	\$70,342	\$69,140	\$67,929	\$66,727	\$65,524	\$64,313	\$63,111
10	\$74,364	\$73,161	\$71,951	\$70,748	\$69,538	\$68,335	\$67,125	\$65,922	\$64,719	\$63,510	\$62,307	\$61,096
9	\$72,357	\$71,146	\$69,944	\$68,734	\$67,531	\$66,328	\$65,118	\$63,916	\$62,705	\$61,503	\$60,292	\$59,089
8	\$70,342	\$69,140	\$67,929	\$66,727	\$65,524	\$64,313	\$63,111	\$61,901	\$60,698	\$59,488	\$58,286	\$57,083
7	\$68,335	\$67,125	\$65,922	\$64,719	\$63,510	\$62,307	\$61,096	\$59,894	\$58,683	\$57,481	\$56,278	\$55,068
6	\$66,328	\$65,118	\$63,916	\$62,705	\$61,503	\$60,292	\$59,089	\$57,887	\$56,677	\$55,474	\$54,264	\$53,061
5	\$64,313	\$63,111	\$61,901	\$60,698	\$59,488	\$58,286	\$57,083	\$55,872	\$54,670	\$53,459	\$52,257	\$51,047
4	\$62,509	\$61,299	\$60,097	\$58,886	\$57,684	\$56,474	\$55,271	\$54,068	\$52,858	\$51,656	\$50,445	\$49,243
3	\$60,698	\$59,488	\$58,286	\$57,083	\$55,872	\$54,670	\$53,459	\$52,257	\$51,047	\$49,844	\$48,641	\$47,431
2	\$58,886	\$57,684	\$56,474	\$55,271	\$54,068	\$52,858	\$51,656	\$50,445	\$49,243	\$48,032	\$46,829	\$45,627
1	\$57,083	\$55,872	\$54,670	\$53,459	\$52,257	\$51,047	\$49,844	\$48,641	\$47,431	\$46,229	\$45,018	\$43,815

Exhibit 3 – Summary of Individual Teacher Salaries
Under Board's Most Recent Offer

2014 Board #7 With Per Person.xls

Employee	2013-14 TRS Sal Base	Degree	Hours	Step	2014-15 TRS Sal Base	DOLLAR INC	% INCREAS EI	2015-16 TRS Sal Base	DOLLAR INC	% INCREAS EI	2016-17 TRS Sal Base	DOLLAR INC	% INCREAS EI	2017-18 TRS Sal Base	DOLLAR INC	% INCREAS EI	2018-19 TRS Sal Base	DOLLAR INC	% INCREAS EI
Akal, Julie	\$72,784	M	9	21	\$74,822	\$2,038	2.80%	\$76,917	\$2,095	2.80%	\$79,186	\$2,269	2.95%	\$81,641	\$2,455	3.10%	\$84,294	\$2,653	3.25%
Alexander, Kim	\$71,638	M	8	17	\$74,822	\$3,184	4.44%	\$76,917	\$2,095	2.80%	\$79,186	\$2,269	2.95%	\$81,641	\$2,455	3.10%	\$84,294	\$2,653	3.25%
Arbuthnot, Mike	\$62,060	B	0	28	\$63,798	\$1,738	2.80%	\$65,584	\$1,786	2.80%	\$67,519	\$1,935	2.95%	\$69,612	\$2,093	3.10%	\$71,874	\$2,262	3.25%
Badman, Patricia	\$62,060	M	0	10	\$65,764	\$3,704	5.97%	\$69,634	\$3,870	5.88%	\$73,769	\$4,135	5.94%	\$78,210	\$4,441	6.02%	\$82,967	\$4,757	6.08%
Bateman, Julie	\$78,537	M	48	25	\$80,736	\$2,199	2.80%	\$82,996	\$2,260	2.80%	\$85,445	\$2,449	2.95%	\$88,094	\$2,649	3.10%	\$90,957	\$2,863	3.25%
Bearley, Meghan	\$65,893	M	0	12	\$69,704	\$3,811	5.78%	\$73,685	\$3,981	5.71%	\$77,939	\$4,254	5.77%	\$80,355	\$2,416	3.10%	\$82,967	\$2,612	3.25%
Bechtoldt, Donald	\$70,492	B	36	18	\$72,466	\$1,974	2.80%	\$74,495	\$2,029	2.80%	\$76,692	\$2,197	2.95%	\$79,070	\$2,378	3.10%	\$81,639	\$2,569	3.25%
Becker, Kristin	\$41,758	B	0	1	\$42,927	\$1,169	2.80%	\$45,953	\$3,026	7.05%	\$49,180	\$3,227	7.02%	\$52,641	\$3,461	7.04%	\$56,343	\$3,702	7.03%
Berardi, Mike	\$65,506	M	32	10	\$70,492	\$4,986	7.61%	\$74,495	\$4,003	5.68%	\$78,773	\$4,278	5.74%	\$83,361	\$4,588	5.82%	\$88,293	\$4,932	5.92%
Berry, Jamie	\$52,482	B	0	8	\$55,925	\$3,443	6.56%	\$59,512	\$3,587	6.41%	\$63,349	\$3,837	6.45%	\$67,466	\$4,117	6.50%	\$71,874	\$4,408	6.53%
Bertrand, Josh	\$41,758	B	0	1	\$42,927	\$1,169	2.80%	\$45,953	\$3,026	7.05%	\$49,180	\$3,227	7.02%	\$52,641	\$3,461	7.04%	\$56,343	\$3,702	7.03%
Bonner, Ramona	\$71,638	M	0	20	\$73,644	\$2,006	2.80%	\$75,706	\$2,062	2.80%	\$77,939	\$2,233	2.95%	\$80,355	\$2,416	3.10%	\$82,967	\$2,612	3.25%
Bower, Sarah	\$54,402	B	0	9	\$57,891	\$3,489	6.41%	\$61,534	\$3,643	6.29%	\$65,438	\$3,904	6.34%	\$69,612	\$4,174	6.38%	\$71,874	\$2,262	3.25%
Brainerd, Lori	\$72,784	M	9	15	\$74,822	\$2,038	2.80%	\$76,917	\$2,095	2.80%	\$79,186	\$2,269	2.95%	\$81,641	\$2,455	3.10%	\$84,294	\$2,653	3.25%
Brandt, Jane	\$78,537	M	48	23	\$80,736	\$2,199	2.80%	\$82,996	\$2,260	2.80%	\$85,445	\$2,449	2.95%	\$88,094	\$2,649	3.10%	\$90,957	\$2,863	3.25%
Bratten, Lisa	\$67,805	M	0	13	\$71,678	\$3,873	5.71%	\$75,706	\$4,028	5.62%	\$77,939	\$2,233	2.95%	\$80,355	\$2,416	3.10%	\$82,967	\$2,612	3.25%
Briggs, Mark	\$62,060	B	0	14	\$63,798	\$1,738	2.80%	\$65,584	\$1,786	2.80%	\$67,519	\$1,935	2.95%	\$69,612	\$2,093	3.10%	\$71,874	\$2,262	3.25%
Brown, Charlie	\$63,213	B	8	20	\$64,983	\$1,770	2.80%	\$66,803	\$1,820	2.80%	\$68,774	\$1,971	2.95%	\$70,906	\$2,132	3.10%	\$73,210	\$2,304	3.25%
Brueckner, Jessica	\$55,548	B	9	9	\$59,070	\$3,522	6.34%	\$62,753	\$3,683	6.23%	\$66,685	\$3,932	6.27%	\$70,906	\$4,221	6.33%	\$73,210	\$2,304	3.25%
Brunstein, Kim	\$75,084	M	25	16	\$77,186	\$2,102	2.80%	\$79,347	\$2,161	2.80%	\$81,688	\$2,341	2.95%	\$84,220	\$2,532	3.10%	\$86,958	\$2,738	3.25%
Bryant, Christy	\$75,084	M	24	15	\$77,186	\$2,102	2.80%	\$79,347	\$2,161	2.80%	\$81,688	\$2,341	2.95%	\$84,220	\$2,532	3.10%	\$86,958	\$2,738	3.25%
Bullock, Stephanie	\$60,147	M	0	9	\$63,798	\$3,651	6.07%	\$67,605	\$3,807	5.97%	\$71,688	\$4,083	6.04%	\$76,056	\$4,368	6.09%	\$80,752	\$4,696	6.17%
Churchill, Caitlin	\$41,758	B	0	1	\$42,927	\$1,169	2.80%	\$45,953	\$3,026	7.05%	\$49,180	\$3,227	7.02%	\$52,641	\$3,461	7.04%	\$56,343	\$3,702	7.03%
Clark, Michelle	\$48,649	B	0	6	\$51,985	\$3,336	6.86%	\$55,462	\$3,477	6.69%	\$59,187	\$3,725	6.72%	\$63,167	\$3,980	6.72%	\$67,435	\$4,268	6.76%
Cockrum, Rocky	\$78,537	M	48	21	\$80,736	\$2,199	2.80%	\$82,996	\$2,260	2.80%	\$85,445	\$2,449	2.95%	\$88,094	\$2,649	3.10%	\$90,957	\$2,863	3.25%
Colbert, Melinda	\$58,227	B	0	11	\$61,831	\$3,604	6.19%	\$65,584	\$3,753	6.07%	\$67,519	\$1,935	2.95%	\$69,612	\$2,093	3.10%	\$71,874	\$2,262	3.25%
Conness, Karen	\$78,537	M	48	16	\$80,736	\$2,199	2.80%	\$82,996	\$2,260	2.80%	\$85,445	\$2,449	2.95%	\$88,094	\$2,649	3.10%	\$90,957	\$2,863	3.25%
Converse, Tim	\$77,383	M	45	19	\$79,550	\$2,167	2.80%	\$81,778	\$2,228	2.80%	\$84,190	\$2,412	2.95%	\$86,800	\$2,610	3.10%	\$89,621	\$2,821	3.25%
Curtis, Jennifer	\$75,084	M	24	19	\$77,186	\$2,102	2.80%	\$79,347	\$2,161	2.80%	\$81,688	\$2,341	2.95%	\$84,220	\$2,532	3.10%	\$86,958	\$2,738	3.25%
Dettmers, M	\$51,529	M	34	3	\$57,103	\$5,574	10.82%	\$60,527	\$3,424	6.00%	\$64,183	\$3,656	6.04%	\$68,326	\$4,143	6.45%	\$72,762	\$4,436	6.49%
Doyal, Horace		M	0	2	\$50,608			\$53,842	\$3,234	6.39%	\$57,309	\$3,467	6.44%	\$61,022	\$3,713	6.48%	\$65,220	\$4,198	6.88%
Eberlin, Kelly	\$69,725	M	0	14	\$73,644	\$3,919	5.62%	\$75,706	\$2,062	2.80%	\$77,939	\$2,233	2.95%	\$80,355	\$2,416	3.10%	\$82,967	\$2,612	3.25%
Edwards, Marsha	\$73,938	M	16	17	\$76,008	\$2,070	2.80%	\$78,136	\$2,128	2.80%	\$80,441	\$2,305	2.95%	\$82,935	\$2,494	3.10%	\$85,630	\$2,695	3.25%
Edwards, Scott	\$78,537	M	48	15	\$80,736	\$2,199	2.80%	\$82,996	\$2,260	2.80%	\$85,445	\$2,449	2.95%	\$88,094	\$2,649	3.10%	\$90,957	\$2,863	3.25%
Evers, Kara	\$62,060	M	3	10	\$65,764	\$3,704	5.97%	\$69,634	\$3,870	5.88%	\$73,769	\$4,135	5.94%	\$78,210	\$4,441	6.02%	\$82,967	\$4,757	6.08%

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Employee	2013-14 TRS Sal Base	Degree	Hours	Step	2014-15 TRS Sal BASE	DOLLAR INC	% INCREAS EI	2015-16 TRS Sal BASE	DOLLAR INC	% INCREAS EI	2016-17 TRS Sal BASE	DOLLAR INC	% INCREAS EI	2017-18 TRS Sal BASE	DOLLAR INC	% INCREAS EI	2018-19 TRS Sal BASE	DOLLAR INC	% INCREAS EI
Eyers, Jenny	\$48,649	B	0	6	\$51,985	\$3,336	6.86%	\$55,462	\$3,477	6.69%	\$59,187	\$3,725	6.72%	\$63,167	\$3,980	6.72%	\$67,435	\$4,268	6.76%
Fleming, Julie	\$73,938	M	25	15	\$77,186	\$3,248	4.39%	\$79,347	\$2,161	2.80%	\$81,688	\$2,341	2.95%	\$84,220	\$2,532	3.10%	\$86,958	\$2,738	3.25%
Fletcher, Carol	\$71,638	M	0	19	\$73,644	\$2,006	2.80%	\$75,706	\$2,062	2.80%	\$77,939	\$2,233	2.95%	\$80,355	\$2,416	3.10%	\$82,967	\$2,612	3.25%
Forsythe, Shelly	\$61,293	B	27	12	\$67,340	\$6,047	9.87%	\$71,254	\$3,914	5.81%	\$73,356	\$2,102	2.95%	\$75,630	\$2,274	3.10%	\$78,088	\$2,458	3.25%
French, Ann	\$62,060	B	0	23	\$63,798	\$1,738	2.80%	\$65,584	\$1,786	2.80%	\$67,519	\$1,935	2.95%	\$69,612	\$2,093	3.10%	\$71,874	\$2,262	3.25%
Garrison, Jennifer	\$65,126	M	9	11	\$68,916	\$3,790	5.82%	\$72,874	\$3,958	5.74%	\$77,105	\$4,231	5.81%	\$81,641	\$4,536	5.88%	\$84,294	\$2,653	3.25%
Gates, Corby	\$62,060	M	0	10	\$65,764	\$3,704	5.97%	\$69,634	\$3,870	5.88%	\$73,769	\$4,135	5.94%	\$78,210	\$4,441	6.02%	\$82,967	\$4,757	6.08%
Gegen, Christine	\$76,617	M	48	14	\$80,736	\$4,119	5.38%	\$82,996	\$2,260	2.80%	\$85,445	\$2,449	2.95%	\$88,094	\$2,649	3.10%	\$90,957	\$2,863	3.25%
Giddings, Jessica	\$43,484	B	0	3	\$46,469	\$2,985	6.86%	\$49,595	\$3,126	6.73%	\$52,929	\$3,334	6.72%	\$56,723	\$3,794	7.17%	\$60,782	\$4,059	7.16%
Goss, Jane	\$78,537	M	48	21	\$80,736	\$2,199	2.80%	\$82,996	\$2,260	2.80%	\$85,445	\$2,449	2.95%	\$88,094	\$2,649	3.10%	\$90,957	\$2,863	3.25%
Gowin, A	\$44,630	B	8	3	\$47,655	\$3,025	6.78%	\$50,806	\$3,151	6.61%	\$54,183	\$3,377	6.65%	\$58,009	\$3,826	7.06%	\$62,117	\$4,108	7.08%
Griggs, Shelly	\$78,537	M	48	25	\$80,736	\$2,199	2.80%	\$82,996	\$2,260	2.80%	\$85,445	\$2,449	2.95%	\$88,094	\$2,649	3.10%	\$90,957	\$2,863	3.25%
Hale, Pam	\$79,679	M	12	21	\$84,460	\$4,781	6.00%												
Hanneken, A	\$59,381	B	24	11	\$65,374	\$5,993	10.09%	\$69,225	\$3,851	5.89%	\$73,356	\$4,131	5.97%	\$75,630	\$2,274	3.10%	\$78,088	\$2,458	3.25%
Harris, Trixy	\$46,582	B	9	11	\$50,408	\$3,826	8.21%	\$53,442	\$3,034	6.02%	\$55,019	\$1,577	2.95%	\$56,725	\$1,706	3.10%	\$58,568	\$1,843	3.25%
Hazelwood-Rogers, L.	\$54,402	M	16	6	\$60,255	\$5,853	10.76%	\$63,964	\$3,709	6.16%	\$67,940	\$3,976	6.22%	\$72,191	\$4,251	6.26%	\$76,753	\$4,562	6.32%
Heffren, Beth	\$75,084	M	24	17	\$77,186	\$2,102	2.80%	\$79,347	\$2,161	2.80%	\$81,688	\$2,341	2.95%	\$84,220	\$2,532	3.10%	\$86,958	\$2,738	3.25%
Helling, Christopher	\$56,315	M	0	7.5	\$59,858	\$3,543	6.29%	\$63,563	\$3,705	6.19%	\$67,519	\$3,956	6.22%	\$71,757	\$4,238	6.28%	\$76,313	\$4,556	6.35%
Hester, Courtney	\$69,725	M	0	14	\$73,644	\$3,919	5.62%	\$75,706	\$2,062	2.80%	\$77,939	\$2,233	2.95%	\$80,355	\$2,416	3.10%	\$82,967	\$2,612	3.25%
Holbrook, Tara	\$62,060	M	0	10.5	\$65,764	\$3,704	5.97%	\$69,634	\$3,870	5.88%	\$73,769	\$4,135	5.94%	\$78,210	\$4,441	6.02%	\$82,967	\$4,757	6.08%
Hunt, Stan	\$88,214	M	40	27	\$93,507	\$5,293	6.00%	\$99,118	\$5,610	6.00%	\$105,065	\$5,947	6.00%						
Ingersoll, M	\$43,484	B	0	3	\$46,469	\$2,985	6.86%	\$49,595	\$3,126	6.73%	\$52,929	\$3,334	6.72%	\$56,723	\$3,794	7.17%	\$60,782	\$4,059	7.16%
Jeffreys, Julia	\$72,784	M	12	19	\$74,822	\$2,038	2.80%	\$76,917	\$2,095	2.80%	\$79,186	\$2,269	2.95%	\$81,641	\$2,455	3.10%	\$84,294	\$2,653	3.25%
Johnson, Jenny	\$58,227	B	0	11	\$61,831	\$3,604	6.19%	\$65,584	\$3,753	6.07%	\$67,519	\$1,935	2.95%	\$69,612	\$2,093	3.10%	\$71,874	\$2,262	3.25%
Johnson, Vickie	\$71,638	M	0	24	\$73,644	\$2,006	2.80%	\$75,706	\$2,062	2.80%	\$77,939	\$2,233	2.95%	\$80,355	\$2,416	3.10%	\$82,967	\$2,612	3.25%
Kasting, Brian	\$63,213	B	11	21	\$64,983	\$1,770	2.80%	\$66,803	\$1,820	2.80%	\$68,774	\$1,971	2.95%	\$70,906	\$2,132	3.10%	\$73,210	\$2,304	3.25%
Kathriner, Mike	\$78,537	M	48	20	\$80,736	\$2,199	2.80%	\$82,996	\$2,260	2.80%	\$85,445	\$2,449	2.95%	\$88,094	\$2,649	3.10%	\$90,957	\$2,863	3.25%
Keith, Patrick	\$63,213	B	9	13	\$64,983	\$1,770	2.80%	\$66,803	\$1,820	2.80%	\$68,774	\$1,971	2.95%	\$70,906	\$2,132	3.10%	\$73,210	\$2,304	3.25%
Keller, Paul B.	\$78,537	M	48	16	\$80,736	\$2,199	2.80%	\$82,996	\$2,260	2.80%	\$85,445	\$2,449	2.95%	\$88,094	\$2,649	3.10%	\$90,957	\$2,863	3.25%
Knopf, Darla	\$84,942	M	50	23	\$90,039	\$5,097	6.00%	\$95,441	\$5,402	6.00%	\$101,167	\$5,726	6.00%						
Kurth, Mary	\$75,084	M	24	24	\$77,186	\$2,102	2.80%	\$79,347	\$2,161	2.80%	\$81,688	\$2,341	2.95%	\$84,220	\$2,532	3.10%	\$86,958	\$2,738	3.25%
Kurth, Mike	\$72,784	M	9	21	\$74,822	\$2,038	2.80%	\$76,917	\$2,095	2.80%	\$79,186	\$2,269	2.95%	\$81,641	\$2,455	3.10%	\$84,294	\$2,653	3.25%
Lewis, Annette	\$80,859	M	38	16	\$85,710	\$4,852	6.00%	\$90,853	\$5,143	6.00%	\$96,304	\$5,451	6.00%						
Lish, Mamie	\$75,084	M	33	17	\$78,372	\$3,288	4.38%	\$80,566	\$2,194	2.80%	\$82,943	\$2,377	2.95%	\$85,514	\$2,571	3.10%	\$88,293	\$2,779	3.25%
Little, Kris	\$63,213	B	9	20	\$64,983	\$1,770	2.80%	\$66,803	\$1,820	2.80%	\$68,774	\$1,971	2.95%	\$70,906	\$2,132	3.10%	\$73,210	\$2,304	3.25%

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Employee	2013-14 TRS Sal Base	Degree	Hours	Step	2014-15 TRS Sal Base	DOLLAR INC	% INCREAS EI	2015-16 TRS Sal Base	DOLLAR INC	% INCREAS EI	2016-17 TRS Sal Base	DOLLAR INC	% INCREAS EI	2017-18 TRS Sal Base	DOLLAR INC	% INCREAS EI	2018-19 TRS Sal Base	DOLLAR INC	% INCREAS EI
ucas, Michelle	\$72,784	M	12	15	\$74,822	\$2,038	2.80%	\$76,917	\$2,095	2.80%	\$79,186	\$2,269	2.95%	\$81,641	\$2,455	3.10%	\$84,294	\$2,653	3.25%
uitjohan, Dee	\$71,638	M	0	29	\$73,644	\$2,006	2.80%	\$75,706	\$2,062	2.80%	\$77,939	\$2,233	2.95%	\$80,355	\$2,416	3.10%	\$82,967	\$2,612	3.25%
uly, Sheryl	\$71,638	M	0	22	\$73,644	\$2,006	2.80%	\$75,706	\$2,062	2.80%	\$77,939	\$2,233	2.95%	\$80,355	\$2,416	3.10%	\$82,967	\$2,612	3.25%
Marshall, Stacey	\$43,484	B	0	3	\$46,469	\$2,985	6.86%	\$49,595	\$3,126	6.73%	\$52,929	\$3,334	6.72%	\$56,723	\$3,794	7.17%	\$60,782	\$4,059	7.16%
Marshall, Valerie	\$70,871	M	12	14	\$74,822	\$3,951	5.57%	\$76,917	\$2,095	2.80%	\$79,186	\$2,269	2.95%	\$81,641	\$2,455	3.10%	\$84,294	\$2,653	3.25%
Mathis, Charlotte	\$62,060	B	0	23	\$63,798	\$1,738	2.80%	\$65,584	\$1,786	2.80%	\$67,519	\$1,935	2.95%	\$69,612	\$2,093	3.10%	\$71,874	\$2,262	3.25%
Maynard, Mary	\$77,383	M	48	19	\$80,736	\$3,353	4.33%	\$82,996	\$2,260	2.80%	\$85,445	\$2,449	2.95%	\$88,094	\$2,649	3.10%	\$90,957	\$2,863	3.25%
McFarlane, Christine	\$73,938	M	16	17	\$76,008	\$2,070	2.80%	\$78,136	\$2,128	2.80%	\$80,441	\$2,305	2.95%	\$82,935	\$2,494	3.10%	\$85,630	\$2,695	3.25%
McGill, Judy	\$71,638	M	0	20	\$73,644	\$2,006	2.80%	\$75,706	\$2,062	2.80%	\$77,939	\$2,233	2.95%	\$80,355	\$2,416	3.10%	\$82,967	\$2,612	3.25%
McKinney, Mike	\$71,638	M	3	20	\$73,644	\$2,006	2.80%	\$75,706	\$2,062	2.80%	\$77,939	\$2,233	2.95%	\$80,355	\$2,416	3.10%	\$82,967	\$2,612	3.25%
McPherson, Ashley	\$41,758	B	0	1	\$42,927	\$1,169	2.80%	\$45,953	\$3,026	7.05%	\$49,180	\$3,227	7.02%	\$52,641	\$3,461	7.04%	\$56,343	\$3,702	7.03%
Mifflin, Barbara	\$67,426	B	24	15	\$69,314	\$1,888	2.80%	\$71,254	\$1,940	2.80%	\$73,356	\$2,102	2.95%	\$75,630	\$2,274	3.10%	\$78,088	\$2,458	3.25%
Milazzo, Robert	\$57,848	B	30	9	\$61,434	\$3,586	6.20%	\$65,183	\$3,749	6.10%	\$69,187	\$4,004	6.14%	\$73,477	\$4,290	6.20%	\$78,088	\$4,611	6.28%
Miles, Nathan	\$63,973	M	6	11	\$67,738	\$3,765	5.89%	\$71,656	\$3,918	5.78%	\$75,858	\$4,202	5.86%	\$80,355	\$4,497	5.93%	\$82,967	\$2,612	3.25%
Moellering, Melissa	\$60,147	M	0	9	\$63,798	\$3,651	6.07%	\$67,605	\$3,807	5.97%	\$71,688	\$4,083	6.04%	\$76,056	\$4,368	6.09%	\$80,752	\$4,696	6.17%
Montgomery, Laura	\$78,537	M	48	24	\$80,736	\$2,199	2.80%	\$82,996	\$2,260	2.80%	\$85,445	\$2,449	2.95%	\$88,094	\$2,649	3.10%	\$90,957	\$2,863	3.25%
Morgan, Mary	\$85,928	M	48	22	\$91,084	\$5,156	6.00%												
Nehrt, Jodie	\$54,402	M	3	6	\$57,891	\$3,489	6.41%	\$61,534	\$3,643	6.29%	\$65,438	\$3,904	6.34%	\$69,612	\$4,174	6.38%	\$74,089	\$4,477	6.43%
Netemeyer, Ryan	\$54,015	M	0	7	\$59,858	\$5,843	10.82%	\$63,563	\$3,705	6.19%	\$67,519	\$3,956	6.22%	\$71,757	\$4,238	6.28%	\$76,313	\$4,556	6.35%
Ontis, Nichole	\$54,402	M	3	6	\$57,891	\$3,489	6.41%	\$61,534	\$3,643	6.29%	\$65,438	\$3,904	6.34%	\$69,612	\$4,174	6.38%	\$74,089	\$4,477	6.43%
Palen, Stephanie	\$75,084	M	26	16	\$77,186	\$2,102	2.80%	\$79,347	\$2,161	2.80%	\$81,688	\$2,341	2.95%	\$84,220	\$2,532	3.10%	\$86,958	\$2,738	3.25%
Pare, Jeffrey	\$62,060	B	0	16	\$63,798	\$1,738	2.80%	\$65,584	\$1,786	2.80%	\$67,519	\$1,935	2.95%	\$69,612	\$2,093	3.10%	\$71,874	\$2,262	3.25%
Phelan, Jessica	\$60,147	M	0	9	\$63,798	\$3,651	6.07%	\$67,605	\$3,807	5.97%	\$71,688	\$4,083	6.04%	\$76,056	\$4,368	6.09%	\$80,752	\$4,696	6.17%
Pitchford, Janna	\$67,805	M	0	13	\$71,678	\$3,873	5.71%	\$75,706	\$4,028	5.62%	\$77,939	\$2,233	2.95%	\$80,355	\$2,416	3.10%	\$82,967	\$2,612	3.25%
Price, Cary	\$71,638	M	0	22	\$73,644	\$2,006	2.80%	\$75,706	\$2,062	2.80%	\$77,939	\$2,233	2.95%	\$80,355	\$2,416	3.10%	\$82,967	\$2,612	3.25%
Ramsey, Shannon	\$47,503	M	0	2	\$50,608	\$3,105	6.54%	\$53,842	\$3,234	6.39%	\$57,309	\$3,467	6.44%	\$61,022	\$3,713	6.48%	\$65,220	\$4,198	6.88%
Ray, Melissa	\$76,305	M	27	13	\$80,884	\$4,578	6.00%	\$85,737	\$4,853	6.00%	\$90,881	\$5,144	6.00%						
Ribes, Marsha	\$71,638	M	0	18.5	\$73,644	\$2,006	2.80%	\$75,706	\$2,062	2.80%	\$77,939	\$2,233	2.95%	\$80,355	\$2,416	3.10%	\$82,967	\$2,612	3.25%
Roentz, Jessica	\$58,227	M	3	8	\$61,831	\$3,604	6.19%	\$65,584	\$3,753	6.07%	\$69,600	\$4,016	6.12%	\$73,911	\$4,311	6.19%	\$78,528	\$4,617	6.25%
Royse, Laura	\$72,784	M	12	21	\$74,822	\$2,038	2.80%	\$76,917	\$2,095	2.80%	\$79,186	\$2,269	2.95%	\$81,641	\$2,455	3.10%	\$84,294	\$2,653	3.25%
Russell, Jennifer	\$70,492	B	35	15	\$72,466	\$1,974	2.80%	\$74,495	\$2,029	2.80%	\$76,692	\$2,197	2.95%	\$79,070	\$2,378	3.10%	\$81,639	\$2,569	3.25%
Sabaj, Nancy	\$75,084	M	29	19	\$77,186	\$2,102	2.80%	\$79,347	\$2,161	2.80%	\$81,688	\$2,341	2.95%	\$84,220	\$2,532	3.10%	\$86,958	\$2,738	3.25%
Sachs, Amy	\$40,759	M	0	4	\$43,320	\$2,561	6.28%	\$45,993	\$2,673	6.17%	\$49,014	\$3,022	6.57%	\$52,250	\$3,236	6.60%	\$55,727	\$3,477	6.65%
Sanchez, Jessica	\$65,893	M	0	12	\$69,704	\$3,811	5.78%	\$73,685	\$3,981	5.71%	\$77,939	\$4,254	5.77%	\$80,355	\$2,416	3.10%	\$82,967	\$2,612	3.25%

Employee	2013-14 TRS Sal Base	Degree	Hours	Step	2014-15 TRS Sal BASE	DOLLAR INC	% INCREAS EI	2015-16 TRS Sal BASE	DOLLAR INC	% INCREAS EI	2016-17 TRS Sal BASE	DOLLAR INC	% INCREAS EI	2017-18 TRS Sal BASE	DOLLAR INC	% INCREAS EI	2018-19 TRS Sal BASE	DOLLAR INC	% INCREAS EI
Passer, Brittany	\$52,482	B	0	8	\$55,925	\$3,443	6.56%	\$59,512	\$3,587	6.41%	\$63,349	\$3,837	6.45%	\$67,466	\$4,117	6.50%	\$71,874	\$4,408	6.53%
Reichaab, Elizabeth	\$48,649	B	0	6	\$51,985	\$3,336	6.86%	\$55,462	\$3,477	6.69%	\$59,187	\$3,725	6.72%	\$63,167	\$3,980	6.72%	\$67,435	\$4,268	6.76%
Rears, Danielle	\$50,949	M	3	4	\$54,150	\$3,201	6.28%	\$57,491	\$3,341	6.17%	\$61,268	\$3,777	6.57%	\$65,313	\$4,045	6.60%	\$69,659	\$4,346	6.65%
Reymour, Jane	\$77,551	M	9	16	\$82,204	\$4,653	6.00%	\$87,136	\$4,932	6.00%									
Ridwell, Kathy	\$92,255	M	48	27	\$97,791	\$5,535	6.00%												
Rimay, L. Nathan	\$50,949	B	35	6	\$56,713	\$5,764	11.31%	\$60,322	\$3,609	6.36%	\$64,183	\$3,861	6.40%	\$68,326	\$4,143	6.45%	\$72,762	\$4,436	6.49%
Rinider, Kathryn	\$62,060	B	0	15	\$63,798	\$1,738	2.80%	\$65,584	\$1,786	2.80%	\$67,519	\$1,935	2.95%	\$69,612	\$2,093	3.10%	\$71,874	\$2,262	3.25%
Ritahlhut, Scott	\$63,593	M	36	9	\$68,526	\$4,933	7.76%	\$72,466	\$3,940	5.75%	\$76,692	\$4,226	5.83%	\$81,215	\$4,523	5.90%	\$86,070	\$4,855	5.98%
Ritosky, John	\$61,293	M	16	9	\$66,162	\$4,869	7.94%	\$70,036	\$3,874	5.86%	\$74,190	\$4,154	5.93%	\$78,636	\$4,446	5.99%	\$83,407	\$4,771	6.07%
Ritrickfaden, Kathy	\$71,638	M	0	28	\$73,644	\$2,006	2.80%	\$75,706	\$2,062	2.80%	\$77,939	\$2,233	2.95%	\$80,355	\$2,416	3.10%	\$82,967	\$2,612	3.25%
Relford, Kristen	\$63,973	M	0	11.5	\$67,738	\$3,765	5.89%	\$71,656	\$3,918	5.78%	\$75,858	\$4,202	5.86%	\$80,355	\$4,497	5.93%	\$82,967	\$2,612	3.25%
Rimmins, La Vonne	\$67,426	B	25	21	\$69,314	\$1,888	2.80%	\$71,254	\$1,940	2.80%	\$73,356	\$2,102	2.95%	\$75,630	\$2,274	3.10%	\$78,088	\$2,458	3.25%
Roner, Kristen	\$58,227	M	0	8	\$61,831	\$3,604	6.19%	\$65,584	\$3,753	6.07%	\$69,600	\$4,016	6.12%	\$73,911	\$4,311	6.19%	\$78,528	\$4,617	6.25%
Rrask, Jennifer	\$78,537	M	48	15	\$80,736	\$2,199	2.80%	\$82,996	\$2,260	2.80%	\$85,445	\$2,449	2.95%	\$88,094	\$2,649	3.10%	\$90,957	\$2,863	3.25%
Rturner, Cynthia	\$71,638	M	9	20	\$74,822	\$3,184	4.44%	\$76,917	\$2,095	2.80%	\$79,186	\$2,269	2.95%	\$81,641	\$2,455	3.10%	\$84,294	\$2,653	3.25%
Rwalker, Susan	\$78,537	M	48	27.5	\$80,736	\$2,199	2.80%	\$82,996	\$2,260	2.80%	\$85,445	\$2,449	2.95%	\$88,094	\$2,649	3.10%	\$90,957	\$2,863	3.25%
Rwardle, Terri	\$71,638	M	0	18	\$73,644	\$2,006	2.80%	\$75,706	\$2,062	2.80%	\$77,939	\$2,233	2.95%	\$80,355	\$2,416	3.10%	\$82,967	\$2,612	3.25%
Rvatts, David	\$60,147	B	0	12	\$63,798	\$3,651	6.07%	\$65,584	\$1,786	2.80%	\$67,519	\$1,935	2.95%	\$69,612	\$2,093	3.10%	\$71,874	\$2,262	3.25%
Rvelker, Cynthia	\$75,471	M	48	14	\$80,736	\$5,265	6.98%	\$82,996	\$2,260	2.80%	\$85,445	\$2,449	2.95%	\$88,094	\$2,649	3.10%	\$90,957	\$2,863	3.25%
Rwheaton, J	\$43,484	B	0	3	\$46,469	\$2,985	6.86%	\$49,595	\$3,126	6.73%	\$52,929	\$3,334	6.72%	\$56,723	\$3,794	7.17%	\$60,782	\$4,059	7.16%
Rwhite, Rita	\$73,407	B	17	33	\$77,812	\$4,404	6.00%												
Rwilhelm, Kristen	\$61,293	M	8	9	\$64,983	\$3,690	6.02%	\$68,824	\$3,841	5.91%	\$72,936	\$4,112	5.97%	\$77,350	\$4,414	6.05%	\$82,079	\$4,729	6.11%
Rwillett, Cathleen	\$47,503	M	0	2	\$50,608	\$3,105	6.54%	\$53,842	\$3,234	6.39%	\$57,309	\$3,467	6.44%	\$61,022	\$3,713	6.48%	\$65,220	\$4,198	6.88%
Rwilson, Minette	\$41,758	B	0	2	\$44,702	\$2,944	7.05%	\$47,770	\$3,068	6.86%	\$51,058	\$3,288	6.88%	\$54,569	\$3,511	6.88%	\$58,566	\$3,997	7.32%
Rvitt, Sandra	\$53,635	B	12	8	\$57,103	\$3,468	6.47%	\$60,724	\$3,621	6.34%	\$64,604	\$3,880	6.39%	\$68,752	\$4,148	6.42%	\$73,210	\$4,458	6.48%
Rvittich, Kathy	\$77,383	M	49	29	\$80,736	\$3,353	4.33%	\$82,996	\$2,260	2.80%	\$85,445	\$2,449	2.95%	\$88,094	\$2,649	3.10%	\$90,957	\$2,863	3.25%
Rvooden, Lori	\$68,572	M	48	11	\$74,822	\$6,250	9.11%	\$78,946	\$4,124	5.51%	\$83,356	\$4,410	5.59%	\$88,094	\$4,738	5.68%	\$90,957	\$2,863	3.25%
Rvuest, Joseph	\$66,272	M	35	11	\$72,466	\$6,194	9.35%	\$76,516	\$4,050	5.59%	\$80,854	\$4,338	5.67%	\$85,514	\$4,660	5.76%	\$88,293	\$2,779	3.25%
Ryates, Lori	\$73,551	M	49	13	\$78,762	\$5,211	7.08%	\$82,996	\$4,234	5.38%	\$85,445	\$2,449	2.95%	\$88,094	\$2,649	3.10%	\$90,957	\$2,863	3.25%

NOTE: BOLDDED TEACHERS - 6% RETIREMENT INCENTIVE/INCLUDES ALL CREDITABLE EARNINGS (i.e. Base, Longevity, Extra Duties)

Exhibit 4 – Board Financial Plan
Updated (February 2015)

FINANCIAL PLAN UPDATE FEBRUARY 2015

<u>EDUCATION FUND</u>	2012	2013	2014	2015	2016	2017
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>
Beginning Balance	\$4,855,745	\$6,306,129	\$10,222,071	\$10,467,230	\$10,055,549	\$9,223,737
ADD REVENUE	\$19,563,783	\$19,143,442	\$17,413,720	\$17,534,621	\$17,637,343	\$17,772,818
TRANSFER FROM BLDG/TRA:		\$ 1,700,000	\$ 300,000	\$ 100,000	\$ -	\$ -
REVISED REVENUE	\$19,563,783	\$20,843,442	\$17,713,720	\$17,634,621	\$17,637,343	\$17,772,818
LESS EXPENSES @ 4%	\$18,114,399	\$16,926,500	\$17,026,500	\$17,468,560	\$18,046,302	\$18,469,154
ADD 4% INCREASE			\$681,060	\$698,742	\$721,852	\$738,766
ADD TRS COST SHIFT (1/2%)			\$61,000	\$66,000	\$71,000	\$77,000
LESS BUDGET CUTS			(\$300,000)	(\$187,000)	(\$370,000)	(\$170,000)
REVISED EXPENSES	<u>18,114,399</u>	<u>16,926,500</u>	<u>17,468,560</u>	<u>18,046,302</u>	<u>18,469,154</u>	<u>19,114,921</u>
(DEFICIT) SURPLUS	<u>1,449,384</u>	<u>3,916,942</u>	<u>245,160</u>	<u>-411,682</u>	<u>-831,811</u>	<u>-1,342,102</u>
Ending Balance	6,305,129	10,222,071	10,467,230	10,055,549	9,223,737	7,881,635

NOTE: BUDGET CUTS will be attained primarily through retirements and attrition.